

MILLENNIALS AND CENTENIALS THE NEW MANAGERS, THE CASE OF AGRO ENERGY

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Introduction. The managers who belong to the generations in the middle of the digital age. the Millennials and the so-called Centennial, the first, born in the 80's 90's, while the Centennials or also known as Generation Z (Gen Z), those born in the 2000's, have an average age of 25 to 33 years when assuming a mid-range managerial position, learn fast, they are not afraid to assume positions of responsibility and they possess strategic vision and communication skills. This powerful mix of ability with soft skills makes them the best option for middle-ranking managerial positions [1].

The new managers

In Mexico there are more than 51 million workers, of which, more than 18 million are formal, within a formally constituted company, according to data from the Mexican Institute of Social Security (IMSS) [2]. This figure is very changeable, it can grow or decrease according to the job creation rate. Only during the last year (2020), 653 thousand 832 new jobs were created, according to the statistics (IMSS), which means that there are more than half a million new workers in the country who, in at some point in their career they will aspire to improve their position or working conditions [2].

In this regard, Data from the Merca2.0 Research Department indicate that the desire to grow is present in the majority of Mexicans, since they consider that one should not spend more than five years in the same position or job [1]. According to the 'Study Universities-Companies 2016' [1], 60.2 percent of those consulted, indicate that the ideal age to occupy a coordination position is between 25 and 30 years old, while for 19.9 percent it is between 31 and 35 years old. Only for 10.8 percent is it ideal to reach this position before the age of 24. For the next level in the organization chart, which is that of management, 44.6 percent

consider that the right time for people to reach this position is between 31 and 35 years old. As for 28.6 percent, it is at a slightly earlier age since they indicate that it should be between 25 and 30 years, unlike 16.5 percent who consider that the ideal time is after 36 years. Finally, the study has the participation of 2,641 people (Mexicans) asked about the right time to occupy the position of Director [3].

At least, for 70% of the companies have younger candidates. For several of these companies it is essential to have a renewed vision, but also professionals whom they can teach and mold [3]. Young managers do not usually have many years of experience, but they do have a robust career in terms of studies. Several of them study abroad, since a career for them is not enough, and they master two or more languages. In a study carried out by Adecco Group [3], we learned that 3 out of every 100 candidates who apply for leadership positions are between 25 and 30 years old, while about 2 are between 31 and 36 years old. Compared to 10 years ago, only 1.8% of candidates were between 25 and 30 years old, while 12% were between 31 and 36 years old. The truth is that today it is much more common to see a younger leadership has management staff.

Taking this previously mentioned information as a precedent, the AgroEnergy SA de CV signed an agreement with the technological universities of Mexico in order to recruit and train students to carry out their internships within the company and then were trained to assume the role of mid-range manager, this article presents the comparative study of the performance of the students who entered the program as well as the managers who were hired externally of different ages. They were analyzed by the Innovation and proactivity, Organizational leadership and empathy and Specialization courses, assigning them a rating from 0 to 10, considering 10 as the highest and 0 the lowest, in this studio the managers evaluated have a university education in the area of renewable energies, or similar.

Table 1. The evaluation averages.

	Experience in the area of renewable energy	Leadership skills	Innovation and proactivity
Interns Managers (Millennials Centennials)	2	5	10

Young external managers (Millennials Centennials)	1	4	9
External Generation X Managers	10	5	2

To obtain the evaluation of managers with empirical values in association with nominal values, we will be using the formula of bias-correction for Cram'er's V and Tschuprow's T [5]. Consider a probability distribution on an $r \times c$ contingency table with the probability in cell (i, j) denoted π_{ij} (i.e., $\sum_{i=1}^r \sum_{j=1}^c \pi_{ij} = 1$). The mean square contingency (also known as inertia in the correspondence analysis literature) is:

$$\phi^2 = \sum_{i=1}^r \sum_{j=1}^c \frac{(\pi_{ij} - \pi_{i+} - \pi_{+j})^2}{\pi_{i+} + \pi_{+j}}$$

Where a '+' in a subscript denotes summation over that subscript. Two well-known measures of nominal association based on ϕ and Tschuprow's T (Tschuprow, 1925, 1939), Equations:

$$T = \sqrt{\frac{\phi^2}{\sqrt{(r-1)(c-1)}}}$$

Coefficients range from zero to one, with equality to zero if and only if there is independence in the table, i.e., if and only if $\pi_{ij} = \pi_{i+}\pi_{+j}$. Furthermore, $T = 1$ if and only if there is perfect association in the table, i.e., if and only if exactly one cell in each row and each column has nonzero probability. Thus, T can only equal 1 for square tables. On the other hand, V can equal 1 for any rectangular table.[5].

Performing the equations we obtain:

$$\begin{aligned} \phi^2 &= 1.320 - 1 = 0.320 \\ T &= \sqrt{\frac{0.320}{\sqrt{(3-1) * (3-1)}}} = \sqrt{\frac{0.320}{2}} = \sqrt{0.16} = 0.4 \end{aligned}$$

$T = 1$ if and only if there is perfect association in the indicated values of the evaluation of the managers, 0.4 it indicates a close (strong) association between the

nominal variables, which indicates that there is indeed a relationship between the managers evaluated and their performance within the company.

The integration of the internet of things and the managerial profile. It is a fact that the integration of online applications with managerial skills are part of the necessary leadership requirements of contemporary companies. Millennials and centennials compared to past generations are accustomed to a digital life, in which the flow of information is dynamic and decision-making is constant and fluid, the information between employees and managers is more constant and personal, coupled with this how many with extensive university preparation and mostly fluent in one or more languages.

Conclusion:

Companies that are constantly innovating, growing dynamically in a highly competitive environment require trained managers, familiar with the digital world and social networks without leaving the human side of leadership and empathy, these managers are in the classrooms of universities or recent graduates between the generations of millennials and centennials.

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GREEN TECHNOLOGIES AND SUSTAINABILITY IN THE ARAB REGION

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Introduction. The main aim of this article is to introduce the characteristic of green technology and its goals and to highlight a number of green technologies, innovations and practices that could be adopted and applied easily throughout the Arab region.

Green Technology.

Overview on Green Technology in Arab Region the change in economic conditions in the seventies of the last century and the accompanying global crises, made the industrialized countries reconsider restructuring their economies in conjunction with the arrival of the world to the stage of the technological revolution that had an impact that was realistically exploited to break the barrier of dependence on fossil fuels (oil, coal, gas), which is a fundamental basis in the economy of many countries [2]. However, neglecting the environmental aspect led to environmental pollution represented by climate changes, global warming and the expansion of the ozone layer, as well as drought and desertification, which intensified with the increased exploitation of those resources and population